



BELGIUM-UKRAINE CHAMBER OF COMMERCE

Foundational business case

Executive Summary

The Belgium-Ukraine Chamber of Commerce (BE-UA Chamber) is conceived as a non-governmental, neutral, business-driven, and institutionally aligned platform to support Belgian-Ukrainian economic cooperation.

At present, Belgium-Ukraine business relations are active but fragmented. Belgian companies operate in Ukraine, Ukrainian firms seek access to Belgian and EU markets, yet there is no dedicated (bilateral) chamber providing structured coordination, market intelligence, and trusted facilitation. This Chamber responds directly to that gap.

The BE-UA Chamber will operate in close cooperation with the Belgian Embassy in Kyiv, Belgian regional economic agencies, and Ukrainian counterparts. Its mission is to lower entry barriers, de-risk cooperation, and accelerate concrete business outcomes, while remaining politically neutral and financially sustainable.

1. Current Belgium-Ukraine business landscape

Belgium and Ukraine maintain growing trade and investment relations, particularly in energy, infrastructure, construction materials, logistics, IT services, agribusiness, and green technologies. Ukraine's reconstruction needs and EU candidate status create a historic window of opportunity for Belgian SMEs and corporates.

However, companies face:

- fragmented information channels
- lack of coordinated business representation
- limited access to trusted local networks
- high perceived operational and compliance risk

At the same time, Belgian companies possess strong comparative advantages in project management, infrastructure, energy transition, logistics, and regulatory compliance—precisely the expertise Ukraine needs in the coming decade

2. Stakeholder ecosystem

Institutional ecosystem

- Belgian and Ukrainian Embassies
- Belgian regional trade agencies (AWEX, FIT, hub.brussels)
- Federation of Belgian Chambers
- UCCI Ukraine
- Development and cooperation actors (e.g. Enabel)

Business ecosystem

- Belgian companies active or exploring Ukraine
- Ukrainian companies seeking EU market access
- Sector federations, professional service providers, investors

Informal ecosystem

- Belgian-Ukrainian business communities (business clubs)
- Diaspora entrepreneurs
- Business hubs in Kyiv, Brussels, Warsaw, Kraków/Rzeszów

The Chamber's role is to structure these actors into a coherent, trusted platform.

BELGIUM–UKRAINE CHAMBER OF COMMERCE

Foundational Business Case

3. Why now?

Three forces converge:

1. Reconstruction phase – Ukraine is entering a long-term rebuilding cycle requiring reliable European partners.
2. EU alignment – Regulatory convergence increases opportunities for Belgian companies.
3. Belgian positioning – Belgium's reputation as a pragmatic, reliable, non-politicised business partner is a strategic asset.

Delaying this initiative risks missed opportunities, fragmented representation, and loss of first-mover advantage.

4. Business model & financial logic

The Chamber is built on a hybrid, sustainable model, inspired by proven European chamber practices.

Revenue pillars

- Membership fees
- Events & sponsorship
- Project-based services

Modular service model

- *Market discovery*: briefings, webinars, matchmaking
- *Soft-Landing & setup*: regulatory guidance, partners, HR, translation
- *Business growth*: B2B facilitation, sourcing, visibility
- *Corporate visibility*: communication, branding, training

Membership remains the backbone; services ensure financial resilience without mission drift.

Institutional support is mainly in kind (endorsement, visibility, coordination), with start-up funding.

5. Governance & integrity

The BE–UA Chamber will operate under:

- a representative Board
- a small professional executive structure
- strict ethical and compliance standards

Transparency, neutrality, and alignment with diplomatic frameworks are non-negotiable principles.

6. Roadmap & milestones

Phase 1 – Foundation (0–3 months Q1 2026)

- Legal setup (Belgian ASBL or equivalent)
- Founding members & board constitution
- Formal alignment with Embassy and institutions
- Branding and communication launch

Phase 2 – Launch (3-9 months Q2&3 2026)

- Membership drive
- First flagship events (business briefings, delegations)
- Soft launch
- Pilot services rollout

Phase 3 – Consolidation (9m - Years 1&2)

- Official launch
- Service expansion
- Financial break-even
- Strong institutional recognition
- Potential regional presence (Kyiv / Brussels)

7. Impact & success indicators

Success will be measured through:

- number of active members
- B2B connections facilitated
- projects supported
- trade and investment flows enabled
- institutional and media visibility

The Chamber's value lies not in volume alone, but in quality, trust, and execution capacity.

Conclusion

The Belgium–Ukraine Chamber of Commerce is not a symbolic initiative. It is a practical instrument to structure business engagement at a decisive historical moment. With MFA and Embassy alignment and institutional support, it can quickly become a credible, self-sustaining platform serving Belgian, Ukrainian, and European economic interests.